

Chapter 4

Management of Programs in EERE (Specific)

4.1 EERE Strategic Management System (SMS) and the EERE Budget Hut

4.1.1 The Strategic Management System

SMS is a tool for the programs and the organization.

The SMS is EERE's executive and program management operating system. It defines each of the four program management phases in terms of a scheduled series of products and their linkage to other products and phases (their interdependencies). This helps to properly align the program and business management activities and provides critical information at the right time for key decision-making. By adopting a clearly defined, integrated, and systematic approach for its management activities, EERE will be able to improve the effectiveness, efficiency, and quality of its programs.

Figure 4.1.1 below shows the four phases and the general closed-loop flow for one EERE program cycle.

SMS integrates the Program Management Elements:

- **Planning**
- **Budget Formulation**
- **Budget Execution**
- **Analysis and Evaluation**

across all programs and organizational units.

Information on Program Planning, Budget Formulation, Budget Execution and Program Analysis and Evaluation are linked through SMS.

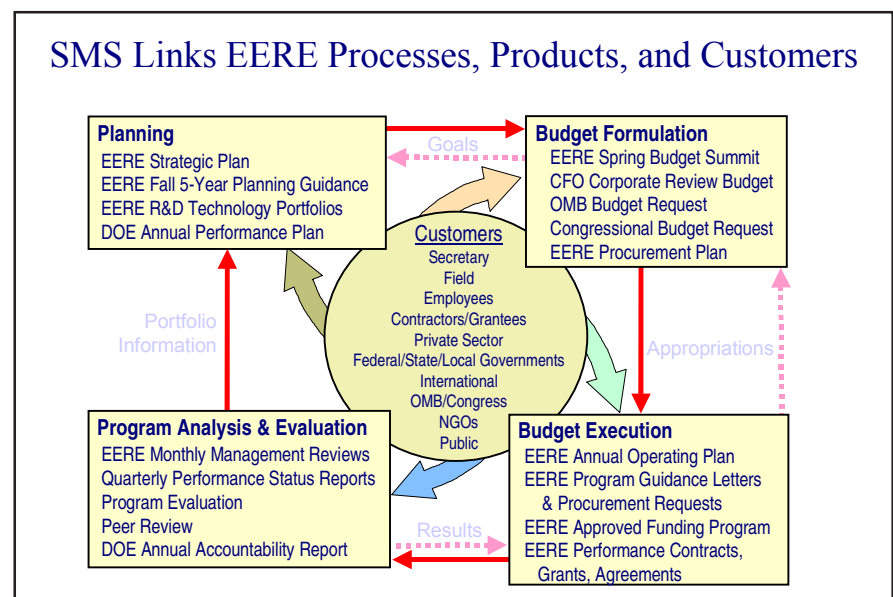


Figure EERE Strategic Management System

As repeated throughout this guide, the program manager needs to plan, budget, execute and evaluate to be successful. It is also necessary that these activities are linked into a cohesive and coherent whole. That is the purpose of the SMS. All of the SMS procedures, processes and tools have been designed to address the interdependence of the parts as well as the parts themselves. If SMS is properly used, each of EERE's goals and objectives and each EERE program's multi-year program plans and annual operating plans will feed into the budget. The plans and budgets will then direct the implementing activities. The analysis and evaluation will focus on the desired outcomes as well as feed into the next planning cycle.

The SMS is part of your program manager's basic tool kit. It's your roadmap and calendar for planning and implementing your program.

4.1.2 Using the EERE SMS to Manage Your Program

The EERE SMS framework can be used to identify what to do and when.

Figures 4.1.2 through 4.1.5 on the succeeding pages represent the current Fiscal Year SMS calendar for each of the four phases of SMS activity. The remainder of this guide will describe the discrete SMS steps depicted on these charts and prescribe the related program-level roles, responsibilities and detailed processes and tools for each.

As a general rule you should plan your program management and business management activities around the SMS calendar. The current SMS activities and events are depicted in the diagrams and described in the associated EERE SMS Information and Instruction Sheets in Sections 4.2 (*SMS Planning Stages*), 4.3 (*SMS Budget Formulation Stages*), 4.4 (*SMS Budget Execution Stages*), and 4.5 (*SMS Analysis and Evaluation Stages*).

Additionally in October of each year, EERE will distribute a memorandum updating the SMS calendar for the next 13 months. Details of the current memorandum comprise the content of the Information and Instruction Sheets in Sections 4.2 through 4.5.

Note: *Given the rapid pace of change, this Guide will be maintained as a "living document." The Guide contains current fiscal year dates and time frames related to actions over several program management cycles. To ensure that the guidance is as specific as possible, as the schedule of events for each upcoming fiscal year is solidified, the pertinent sections will be updated and distributed to all Guide holders*

At any point in time, program managers will be addressing different phases of at least four consecutive fiscal years. Without a roadmap, that task would be overwhelming. Figure 4.1.6 shows a complete SMS cycle. Figure 4.1.7 presents a one-year calendar, which shows the SMS and related program-level activities and events that occur each month and the execution year cycle they are addressing. Following Figure 4.1.7, you will find generic monthly program-level activities.

Periodically, you should plan your calendar by setting aside blocks of time to conduct planning and program reviews to ensure they are conducted deliberately and in a timely manner. This will make your life much easier and the program more effective.

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Figure 4.1.2 SMS Planning Stages

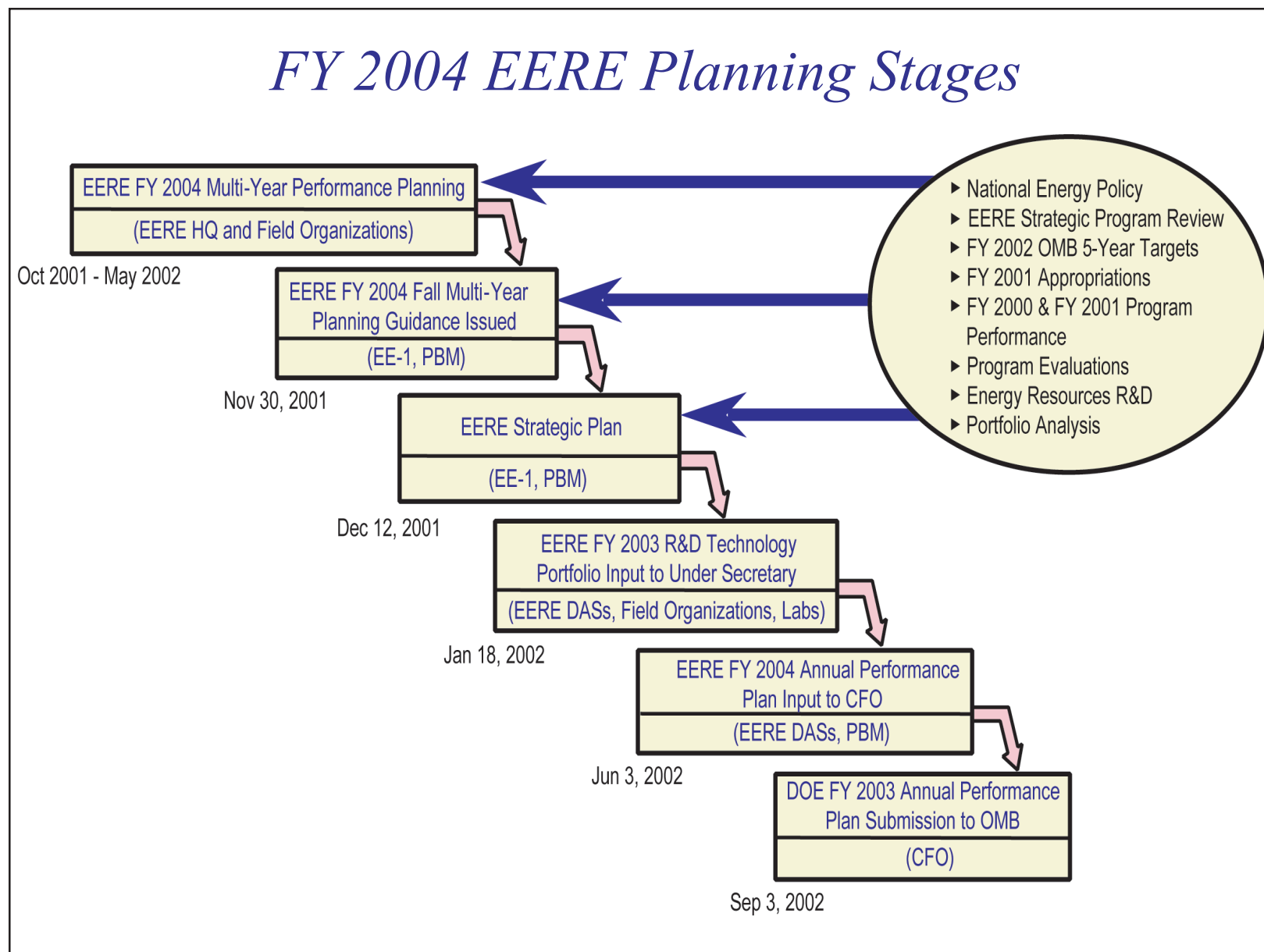


Figure 4.1.3 SMS Budget Formulation Stages

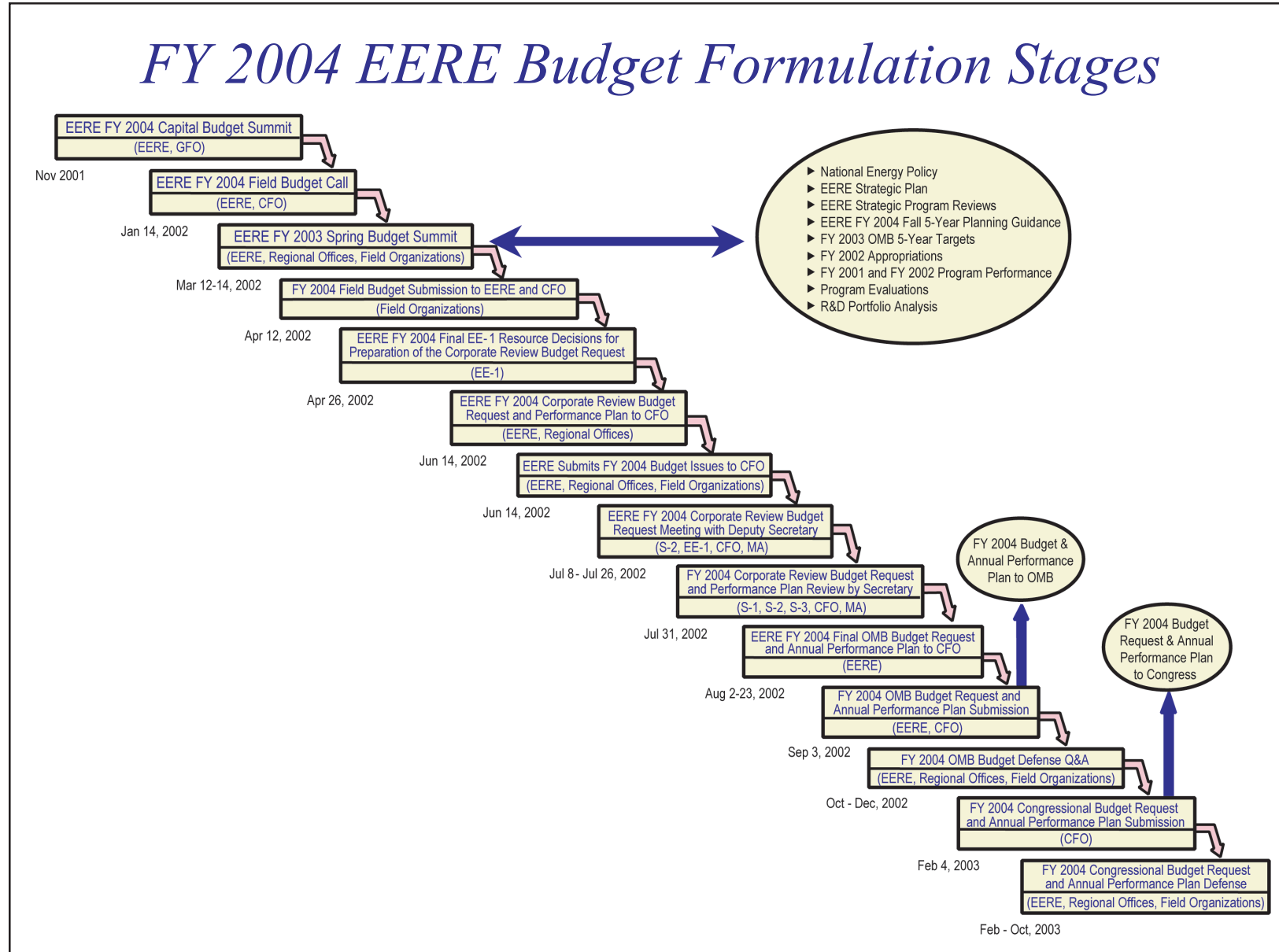


Figure 4.1.4 SMS Budget Execution Stages

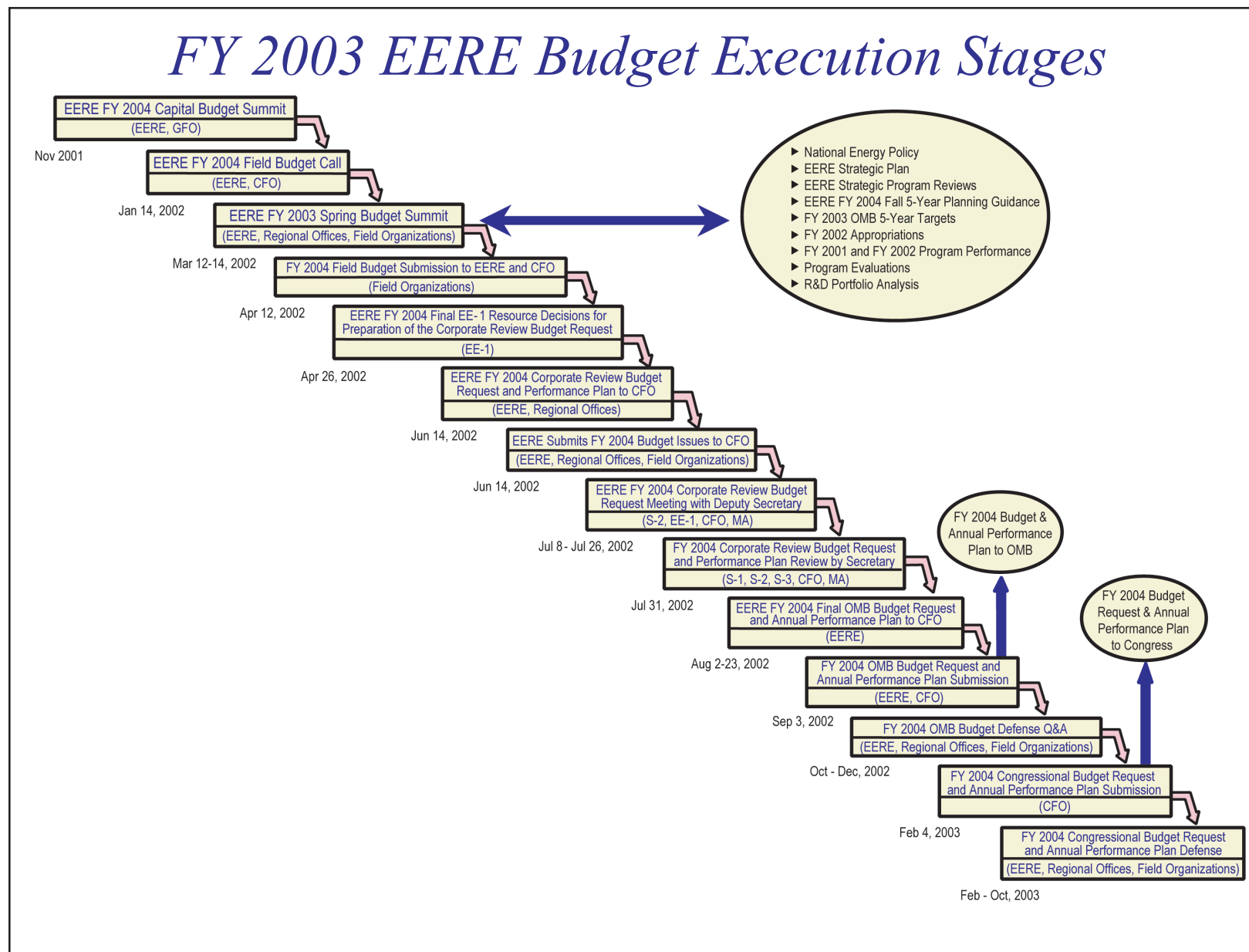
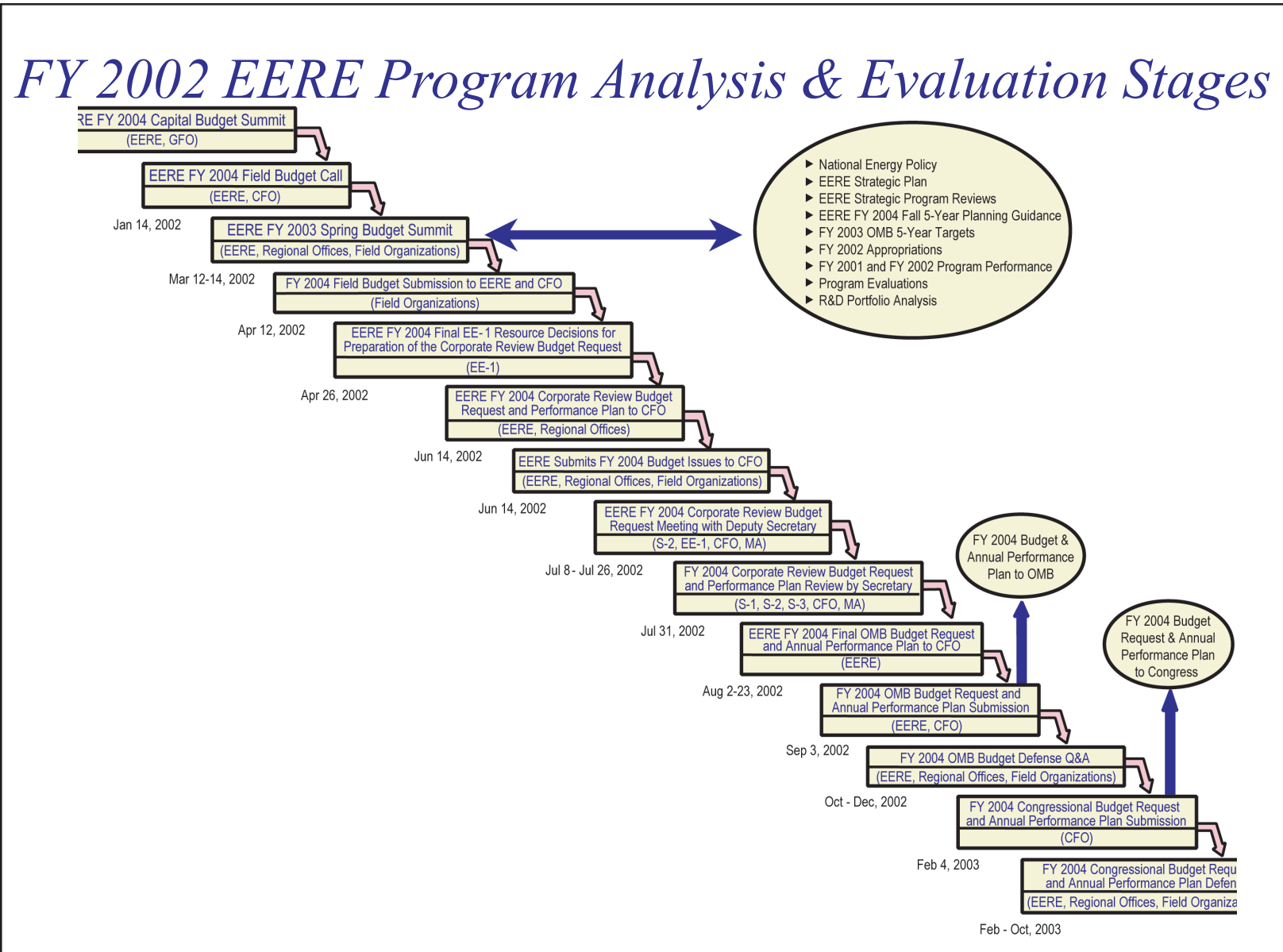


Figure 4.1.5 SMS Analysis and Evaluation Stages



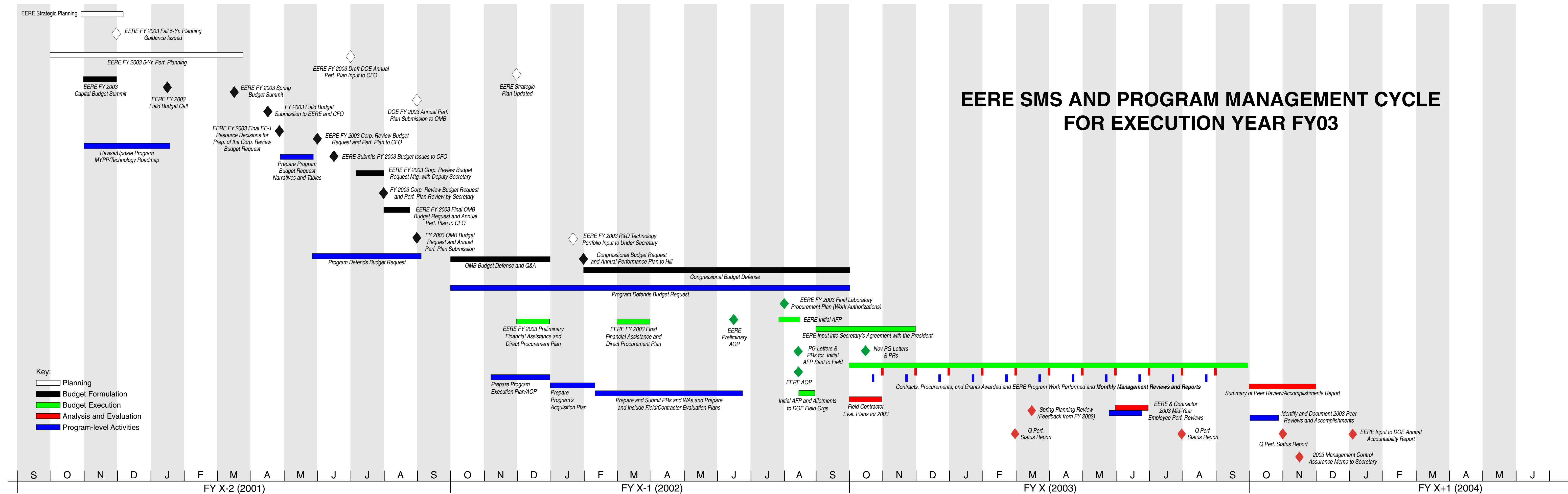
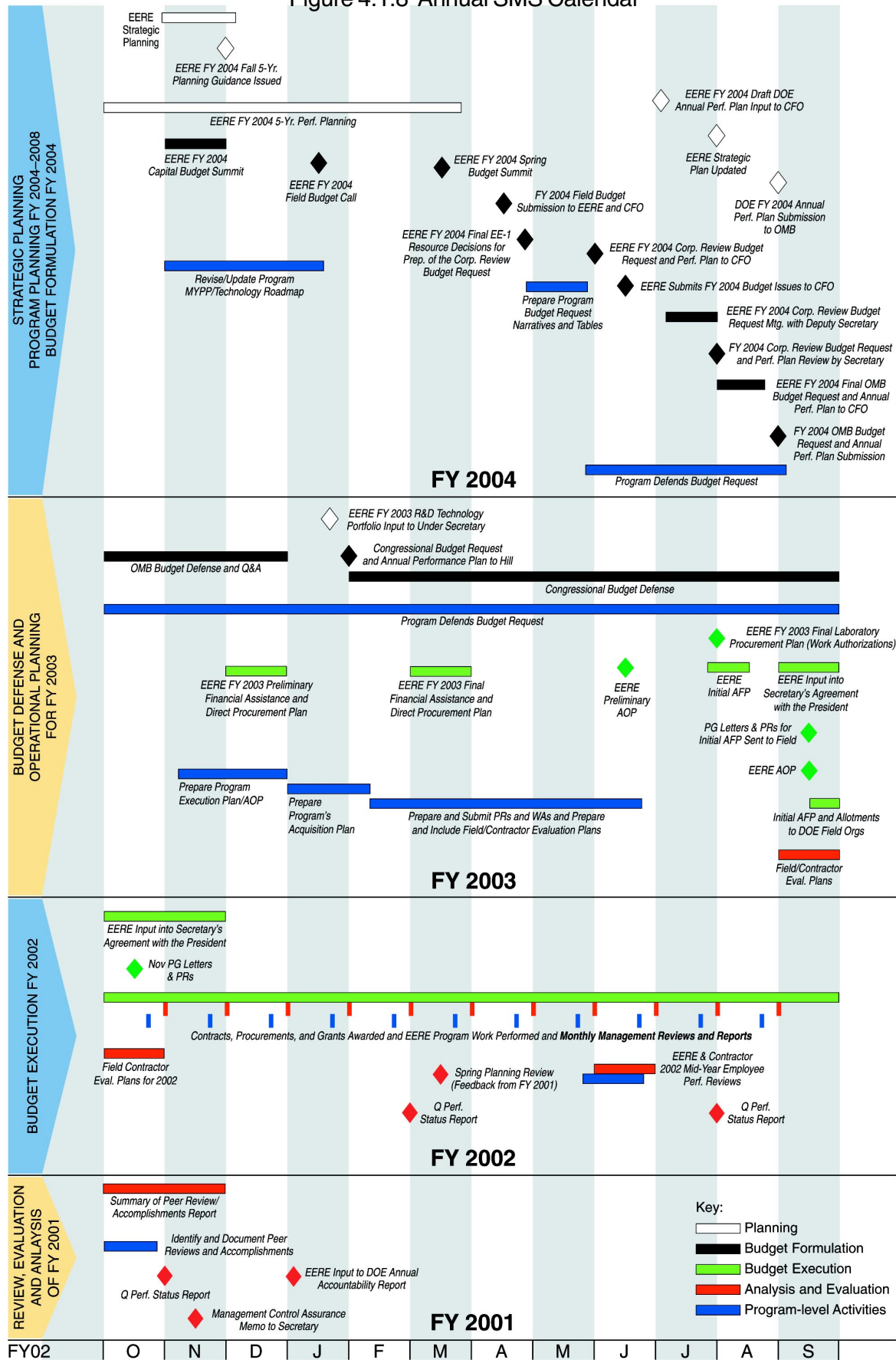


FIGURE 4.1.6. EERE SMS AND PROGRAM MANAGEMENT CYCLE

Figure 4.1.8 Annual SMS Calendar



SMS CORE ACTIVITIES, SCHEDULE, AND LEAD ROLES THRU OCT 2003

Core Activities and Products	Target Date	Lead Role*
EERE FY 2002 Field Organization and Contractor Evaluation Plan	Sep 4-Oct 31, 01	EERE, FO
EERE Program Guidance Letters and Procurement Requests for the Initial FY 2002 AFP	Sent to the Field	Sep 7, 01 DASs
EERE FY 2002 Initial AFP and Allotments to DOE Field Organizations	Sep 14 & Oct 1, 01	CFO
EERE FY 2002 Program Guidance Letters and/or Procurement Requests for Monthly AFPs	Oct 1, 01-Sep 30, 02	DASs
EERE FY 2002 Contracts, Procurements, and Grants Awarded	Oct 1, 01-Sep 30, 02	EERE, FO
EERE FY 2002 Program Work Performed	Oct 1, 01-Sep 30, 02	EERE, FO, Contractors
EERE FY 2002 Monthly Field Organization and Contractor Performance Measure Reporting	Oct 1, 01-Sep 30, 02	FO, Contractors
EERE FY 2004 Multi-Year Performance Planning	Oct 01-May 02	DASs, FO
EERE FY 2002 Monthly Management Reviews	Nov 1, 01-Sep 30, 02	EERE
EERE FY 2004 Capital Budget Summit	Nov 01	PBM, DASs, GFO
EERE Strategic Plan	Nov 21, 01	EE-1, PBM
EERE FY 2004 Fall Multi-year Planning Guidance Issued	Nov 30, 01	EE-1, PBM
EERE FY 2003 Preliminary Financial Assistance and Direct Procurement Plan	Dec 01	DASs, PBM
EERE FY 2004 Field Budget Call	Jan 14, 02	EERE, CFO
EERE FY 2003 R&D Technology Portfolio Input to the Under Secretary	Jan 18, 02	DASs, FO
EERE FY 2002 Quarterly Performance Status Reports.	Feb, Jul, Oct 02	DASs, PBM
EERE FY 2003 Final Financial Assistance and Direct Procurement Plan	Mar 02	EE-1, DASs
EERE FY 2004 Spring Budget Summit	Mar 12-14, 02	EERE, FO
FY 2002 Mid-Year Federal and Non-Federal Employee Performance Reviews	Apr or Jul 02	EERE, FO, Contractors
EERE FY 2004 Field Budget Submission to EERE and the CFO	Apr 12, 02	FO
EERE FY 2004 Final EE-1 Resource Decisions for Preparation of the Corporate Review Budget Request	Apr 26, 02	EE-1
EERE FY 2004 Annual Performance Plan Input to CFO	Jun 3, 02	DASs, PBM
EERE FY 2004 Corporate Review Budget Request and Performance Plan to CFO	Jun 3, 02	EERE
EERE FY 2003 Preliminary Annual Operating Plan	Jun 12, 02	DASs
EERE Submits FY 2004 Budget Issues to the CFO	Jun 14, 02	EERE, FO
EERE FY 2004 Corporate Review Budget Request Meeting with the Deputy Secretary	Jul 8-26, 02	S-2, EE-1, CFO, MA
FY 2004 Corporate Review Budget Request and Performance Plan Review by Secretary	Jul 31, 02	S-1, S-2, S-3, CFO, MA
EERE FY 2003 Final Laboratory Procurement Plan (Work Authorizations)	Aug 1, 02	EE-1, National Labs
EERE FY 2004 Final OMB Budget Request and Annual Performance Plan to CFO	Aug 2-23, 02	PBM
EERE FY 2003 Initial Approved Funding Program	Aug 12, 02	DASs
FY 2004 OMB Budget Request and Annual Performance Plan Submission	Sep 3, 02	PBM, CFO
EERE FY 2003 Input to the Secretary's Agreement with the President	Sep 3-Nov 1, 02	DASs
EERE FY 2003 Final Annual Operating Plan	Sep 16, 02	DASs
EERE Program Guidance Letters and Procurement Requests for the Initial FY 2003 AFP Sent to the Field	Sep 16, 02	DASs
EERE FY 2003 Initial AFP and Allotments to DOE Field Organizations	Sep 16 & Oct 1, 02	CFO
FY 2002 Federal and Non-Federal Employee Performance Reviews	Oct 02 or Jan 03	EERE, FO, Contractors
FY 2004 OMB Budget Defense Q&A	Oct-Dec 02	PBM, FO
EERE FY 2003 Contracts, Procurements, and Grants Awarded	Oct 1, 02-Sep 30, 03	EERE, FO
EERE FY 2003 Program Work Performed	Oct 1, 02-Sep 30, 03	EERE, FO, Contractors
EERE FY 2003 Program Guidance Letters and/or Procurement Requests for Monthly AFPs	Oct 1, 02-Sep 30, 03	DASs
EERE FY 2002 Summary of Peer Reviews; Accomplishments Report	Nov-Dec 02	EERE, FO
EERE FY 2001 Management Control Assurance Memo to the Secretary	Nov 15, 01	EE-1, PBM
EERE FY 2002 Input to the DOE Annual Accountability Report	Jan 1, 03	EE-1, PBM, CFO
FY 2004 Congressional Budget Request and Annual Performance Plan Submission	Feb 4, 03	CFO
FY 2004 Congressional Budget Request and Annual Performance Plan Defense	Feb-Oct, 03	EE-1, PBM, FO

* EERE = Office of Energy Efficiency and Renewable Energy
 EE-1 = Assistant Secretary for EERE
 DASs = EERE Deputy Assistant Secretaries
 PBM = EERE Office of Planning, Budget and Management
 CFO = DOE Office of the Chief Financial Officer

S-1 = DOE Secretary
 S-2 = DOE Deputy Secretary
 S-3 = DOE Under Secretary
 FO = EERE Field organizations
 MA = DOE Office of Management and Administration

**PROGRAM ACTIVITIES BY MONTH FOR FISCAL YEAR 2002
(CY OCT 2001 THROUGH SEPT 2002)**

OCTOBER CY 2001

- Support defense of OMB Passback and Appeal for FY 2003 budget. See applicable Budget Formulation Information and Instruction Sheet in Section 4.3.2 and Appendix B-3.
- Prepare for the Monthly Management Review. See the applicable Analysis and Evaluation Information and Instruction Sheet in Section 4.5.2 and Appendix D-1.
- Identify and document Peer Reviews and program accomplishments for input into the EERE and DOE FY 2001 Summary of Peer Reviews/Accomplishments Report. See applicable Analysis and Evaluation Information and Instruction Sheet in Section 4.5.2 and Appendices D-2 and D-3.
- Conduct DOE employee performance appraisals for FY 2001.
- Other activities:

**PROGRAM ACTIVITIES BY MONTH FOR FISCAL YEAR 2002
(CY OCT 2001 THROUGH SEPT 2002)**

NOVEMBER CY 2001

- Support defense of OMB Passback and Appeal for FY 2003 budget. See applicable Budget Formulation Information and Instruction Sheet in Section 4.3.2 and Appendix B-3.
- Begin preparing the program's FY 2003 execution plan, which includes, as a minimum, the elements of the Annual Operating Plan, i.e. planned projects, milestones and spending for FY 2003. See the applicable Budget Execution Information and Instruction Sheet in Section 4.4.2 and Appendix A-3.
- Prepare for the Monthly Management Review. See the applicable Analysis and Evaluation Information and Instruction Sheet in Section 4.5.2 and Appendix D-1.
- Other activities:

**PROGRAM ACTIVITIES BY MONTH FOR FISCAL YEAR 2002
(CY OCT 2001 THROUGH SEPT 2002)**

DECEMBER CY 2001

- Upon receipt of EERE 5-year Planning Guidance, about the 20th of the month, revise/update the program's Technology Roadmap and Multi-year program plan, which will be included in the EERE 5-year performance planning for FY 2004. See the applicable Planning Information and Instruction in Section 4.2.2 and Appendix A-2.
- Prepare for the Monthly Management Review. See the applicable Analysis and Evaluation Information and Instruction Sheet in Section 4.5.2 and Appendix D-1.
- Complete the program's FY 2003 execution plan, including, as a minimum, the elements of the Annual Operating Plan, i.e. planned projects, milestones and spending for FY 2003. See the applicable Planning Information and Instruction Sheet in Section 4.2.2 and Appendix A-3.
- Support defense of OMB Passback and Appeal for the FY 2003 budget. See applicable Budget Formulation Information and Instruction Sheet in Section 4.3.2 and Appendix B3.
- Prepare for non-DOE employee performance reviews for CY 2001. See the applicable Analysis and Evaluation Information and Instruction sheet in Section 4.5.2.

- Other activities:

**PROGRAM ACTIVITIES BY MONTH FOR FISCAL YEAR 2002
(CY OCT 2001 THROUGH SEPT 2002)**

JANUARY CY 2002

- Complete the revision/update of the Program's Technology Roadmap and Multi-year Plan to support FY 2004 planning and budgeting. See the applicable Planning Information and Instruction Sheet in Section 4.2.2 and Appendix B-2.
- Begin preparation of the program's Acquisition Plan for FY 2003. See the applicable Budget Execution Information and Instruction Sheet in Section 4.4.2 and Appendix C-2.
- Prepare for the Monthly Management Review. See the applicable Analysis and Evaluation Information and Instruction Sheet in Section 4.5.2 and Appendix D-1.
- Conduct non-DOE employee performance reviews for CY 2001. See the applicable Analysis and Evaluation Information and Instruction sheet in Section 4.5.2.
- Other activities:

**PROGRAM ACTIVITIES BY MONTH FOR FISCAL YEAR 2002
(CY OCT 2001 THROUGH SEPT 2002)**

FEBRUARY CY 2002

- Support Congressional budget defense and Q & A's for FY 2003. See the applicable Budget Formulation Information and Instruction Sheet in Section 4.3.2 and Appendix B-4.
- Complete the program's Acquisition Plan for FY 2003. See the applicable Budget Execution Information and Instruction Sheet in Section 4.4.2 and Appendix C-2.
- Begin preparing and submitting FY 2003 PR's and WA's including Field/Contractor Evaluation Plans according to the lead times indicated in the Acquisition Plan. See the applicable Budget Execution Information and Instruction Sheet in Section 4.4.2 and appendices C-1 and C-3.
- Prepare for the Monthly Management Review. See the applicable Analysis and Evaluation Information and Instruction Sheet in Section 4.5.2 and Appendix D-1.
- Other activities:

**PROGRAM ACTIVITIES BY MONTH FOR FISCAL YEAR 2002
(CY OCT 2001 THROUGH SEPT 2002)**

MARCH CY 2002

- Support Congressional budget defense and Q & A's for FY 2003. See the applicable Budget Formulation Information and Instruction Sheet in Section 4.3.2 and Appendix B-4.
- Continue preparing and submitting FY 2003 PR's and WA's including Field/Contractor Evaluation Plans according to the lead times indicated in the Acquisition Plan. See the applicable Budget Execution Information and Instruction Sheet in Section 4.4.2 and appendices C-1 and C-3.
- Prepare for the Monthly Management Review. See the applicable Analysis and Evaluation Information and Instruction Sheet in Section 4.5.2 and Appendix D-1.
- Support Spring Budget Summit for FY 2003. See the applicable Budget Formulation Information and Instruction Sheet in Section 4.3.2.
- Other activities:

**PROGRAM ACTIVITIES BY MONTH FOR FISCAL YEAR 2002
(CY OCT 2001 THROUGH SEPT 2002)**

APRIL CY 2002

- Upon receipt of EE-1 resource decisions for preparation of the Corporate Review Budget, begin preparing the program's budget request and narratives and tables for FY 2004 and defend the budget request at the EERE level. See the applicable Budget Formulation Information and Instruction Sheets in Section 4.3.2 and Appendices B-1 and B-2.
- Support Congressional budget defense and Q & A's for FY 2003. See the applicable Budget Formulation Information and Instruction Sheet in Section 4.3.2 and Appendix B-4.
- Prepare for the Monthly Management Review. See the applicable Analysis and Evaluation Information and Instruction Sheet in Section 4.5.2 and Appendix D-1.
- Conduct DOE employee FY 2002 mid-year performance reviews. See the applicable Analysis and Evaluation Information and Instruction sheet in Section 4.5.2.
- Other activities:

**PROGRAM ACTIVITIES BY MONTH FOR FISCAL YEAR 2002
(CY OCT 2001 THROUGH SEPT 2002)**

MAY CY 2002

- Complete preparation of the program's budget request and narratives and tables for FY 2004 and defend the budget request at EERE level. See the applicable Budget Execution Information and Instruction Sheet in Section 4.4.2 and Appendices C-1 and C-3.
- Support Congressional budget defense and Q & A's for FY 2003. See the applicable Budget Formulation Information and Instruction Sheet in Section 4.3.2 and Appendix B-4.
- Prepare for the Monthly Management Review. See the applicable Analysis and Evaluation Information and Instruction Sheet in Section 4.5.2 and Appendix D-1.
- Other activities:

**PROGRAM ACTIVITIES BY MONTH FOR FISCAL YEAR 2002
(CY OCT 2001 THROUGH SEPT 2002)**

JUNE CY 2002

- Defend program's FY 2004 Corporate Review budget submission at DOE level. See the applicable Budget Execution Information and Instruction Sheet in Section 4.4.2 and Appendices C-1 and C-3.
- Support Congressional budget defense and Q & A's for FY 2003. See the applicable Budget Formulation Information and Instruction Sheet in Section 4.3.2 and Appendix B-4.
- Complete preparation and submission of all FY 2003 PR's and WA's including Field/ Contractor Evaluation Plans according to the lead times indicated in the Acquisition Plan. See the applicable Budget Execution Information and Instruction Sheet in Section 4.4.2 and Appendices C-1 and C-3.
- Conduct non-DOE employee FY 2002 mid-year performance reviews. See the applicable Analysis and Evaluation Information and Instruction sheet in Section 4.5.2.
- Prepare for the Monthly Management Review. See the applicable Analysis and Evaluation Information and Instruction Sheet in Section 4.5.2 and Appendix D-1.
- Other activities:

**PROGRAM ACTIVITIES BY MONTH FOR FISCAL YEAR 2002
(CY OCT 2001 THROUGH SEPT 2002)**

JULY CY 2002

- Prepare for the Monthly Management Review. See the applicable Analysis and Evaluation Information and Instruction Sheet in Section 4.5.2 and Appendix D-1.
- Defend program's FY 2004 Corporate Review budget submission at DOE level. See the applicable Budget Formulation Information and Instruction Sheet in Section 4.3.2 and Appendices B-1 and B-2.
- Support Congressional budget defense and Q & A's for FY 2003. See the applicable Budget Formulation Information and Instruction Sheet in Section 4.3.2 and Appendix B-4.

**PROGRAM ACTIVITIES BY MONTH FOR FISCAL YEAR 2002
(CY OCT 2001 THROUGH SEPT 2002)**

AUGUST CY 2002

- Prepare for the Monthly Management Review. See the applicable Analysis and Evaluation Information and Instruction Sheet in Section 4.5.2 and Appendix D-1.

- Defend program's FY 2004 Corporate Review budget submission at DOE level. See the applicable Budget Formulation Information and Instruction Sheet in Section 4.3.2 and Appendices B-1 and B-2.

- Ensure that all planned procurement and financial assistance actions are on track for timely award and that the Approved Funding Program includes the applicable allotments and program guidance letters for Work Authorizations. See the applicable Budget Execution Information and Instruction Sheets in Section 4.3.2.

- Support Congressional budget defense and Q & A's for FY 2003. See the applicable Budget Formulation Information and Instruction Sheet in Section 4.3.2 and Appendix B-4.

- Other activities:

**PROGRAM ACTIVITIES BY MONTH FOR FISCAL YEAR 2002
(CY OCT 2001 THROUGH SEPT 2002)**

SEPTEMBER CY 2002

- Ensure that all planned procurement and financial assistance actions are on track for timely award and that the Approved Funding Program includes the applicable funding and program guidance letters for Work Authorizations. See the applicable Budget Execution Information and Instruction Sheets in Section 4.3.2.

- Prepare for DOE Employee Performance Appraisals for FY 2002.

- Other activities:

4.1.3 The Budget Hut

Budget Hut information is presented on spreadsheets that allow the user to quickly filter or relate the data in many ways.

Another essential tool for the program manager is the EERE “Budget Hut”, a linked set of spreadsheets, which are populated with program information and routinely updated to help manage the overlapping program management cycles for several fiscal years simultaneously. These Budget Hut spreadsheets serve as building blocks to plan, budget and implement program activities. They also are used to record implementing actions, including tasking (projects, work assignments and procurements) and related obligations and expenditures. Finally, they facilitate the tracking of program progress against goals, objectives, milestones and planned and appropriated funding.

The EERE Budget Hut is currently operational. It is also undergoing improvements. As it continues to evolve, it will further standardize and integrate EERE financial, procurement, and acquisition information in a virtual warehouse. The term “hut” connotes a subset of an information warehouse where information from the DOE level databases has been selected and downloaded specifically for EERE use. It will provide much of the information required for supporting the SMS planning, formulation, execution and evaluation cycle at all levels within EERE including the program level. Some parts of the Budget Hut provide downloaded and reformatted data from the Departmental systems; other parts require routine data updates by each EERE organization and program. The structure and general content of the SMS Budget Hut is shown in the Figure below.

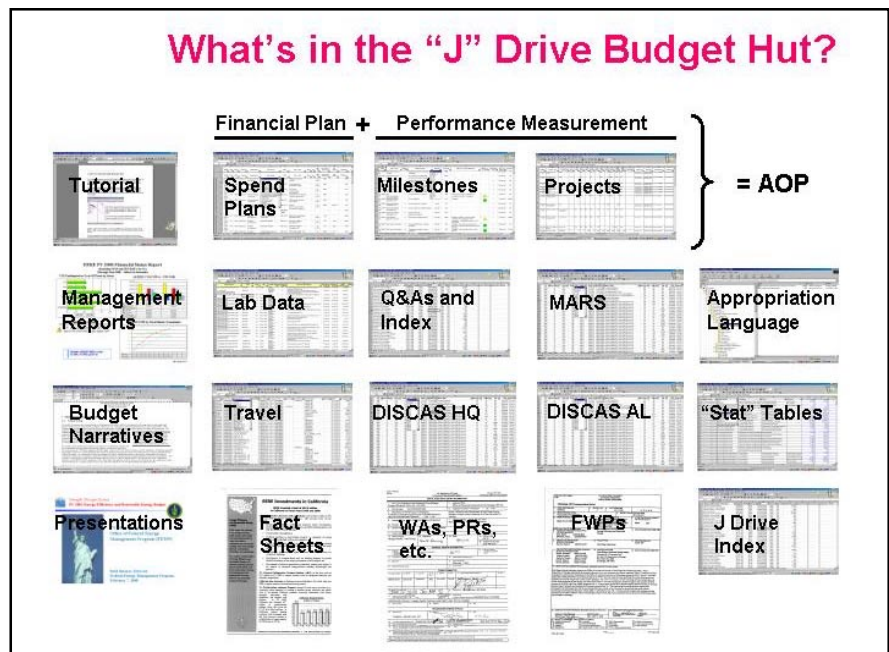


Figure Structure and Content

Formally stated, the purposes of the SMS Budget Hut are to:

- Establish a uniform corporate information repository to respond quickly to inquiries,
- Simplify and integrate access to and use of information related to EERE resources, milestones and results, and
- Improve EERE program and project management.

Deputy Assistant Secretaries, with input from program managers, will (where X is the current Fiscal Year):

- By November 15, 2001, complete corrections and updates of FY 2002 spend plan, project, and milestone spreadsheets including updates for awards to be made in FY 2002;
- By December 15, 2001, complete FY 2002 spend-plan, project, and milestone spreadsheets, and continue monthly updates based on spend-plan updates, project changes, and awards from new solicitations;
- By March 1, FY 2002, complete initial FY 2003 spend-plan and project spreadsheets based on the President's Budget Request, and update every two months based on changes in the status of the FY 2002 project work;
- By July 31, FY 2002, complete detailed FY 2003 spend-plan, project, and milestone spreadsheets based on the latest Senate, House, and/or Conference marks;
- By October 1, FY 2002, update the FY 2003 spend-plan, project and milestone spreadsheets based on the final appropriation, and continue monthly updates based on spend-plan updates, project changes, and awards for new solicitations; and
- By mid-January 2003, complete initial FY 2004 spend-plan and project spreadsheets based on the President's budget request, and update every two months based on changes in the status of the FY 2003 project work.

The EERE Office of Planning, Budget and Management (PBM) has a number of important Budget Hut roles and responsibilities. PBM will:

- Maintain, update and analyze financial information from DOE financial, procurement and travel systems, etc.,
- Design and establish common reporting and updating requirements for SMS spreadsheets (spend plan, projects and milestones),
- Ensure a high confidence level in the consistency and quality of SMS information,
- Use commonly shared software (Excel) to access and manipulate data intelligently, and
- Provide training on the SMS Budget Hut to EERE personnel.

The following are the types of information spreadsheets offered by the EERE SMS Budget Hut and the applicable uses for the program manager and EERE organizational elements (information on DOE departmental budget and finance systems are found at <http://www.cfo.doe.gov/Majorsys.html>):

Financial data from MARS is accessed through the Budget Hut.

Financial. The monthly Financial Information System/Management Analysis Reporting System (MARS) download includes funding, obligation, cost, and uncosted data for each EERE contract or financial assistance instrument by office, national laboratory, awardee, CID, program, subprogram, category, and appropriation symbol. This download should be used monthly throughout EERE in the execution part of the cycle as a means to identify cost trends and to assure that the timing of obligations and costs are consistent with the needs of the particular project.

The status of procurements, grants and cooperative agreements is available in the Budget Hut.

Procurement. The monthly Procurement and Assistance Data Systems (PADS) download includes the location, contract value, start date, end date, and a wide-range of other data regarding each EERE procurement. This download should be used monthly throughout EERE in the execution part of the cycle as a means to: 1) ascertain the status of all current procurements; 2) plan procurement actions required to replace expiring procurements; and 3) answer questions regarding the location (state or congressional district) or type (small business set aside) of EERE contracts, cooperative agreements, and grants.

The monthly DOE national laboratory downloads include budget and procurement data as provided monthly by the National

Renewable Energy Laboratory, Oak Ridge National Laboratory, Argonne National Laboratory and others as their information becomes available for downloading. No departmental system identifies individual national laboratory procurements, so these downloads provide the only routine means for EERE organizations to review and report on the timeliness and status of national laboratory procurements. The timeliness of such procurements often impacts significantly the progress of major projects as well as the funding schedule.

Spend Plan. The Spend Plans spreadsheet relates to formulation, execution, and evaluation by assisting each EERE organization to plan, track, and report each funding action over the course of a fiscal year. The Control Table part of the Spend Plan summarizes the administrative control levels and constantly compares the funding actions to the spending plan to identify instances of funds remaining at Headquarters too long. The Spend Plan is one of the three key components of the EERE Annual Operating Plan.

Projects and Milestones. The Projects and Milestones spreadsheets link work performance to the funding actions in the Spend Plan by providing a standard format for each EERE organization to plan, track, and report milestones and project information. These two worksheets with the Spend Plan comprise the EERE Annual Operating Plan.